

Enterprise Lean Steering Team

Charter

May, 2008

Purpose

The purpose of the Enterprise Lean Steering Team is to help guide the implementation of the Enterprise Lean program to help achieve Lean initiative goals.

Specific goals of the Lean program are:

1. Introduce and/or expand the widespread use of organizational improvement methodologies found in the Lean approach; while embracing six sigma and total quality management tools into all State of Minnesota cabinet level agencies by the end of calendar 2010.
2. Create a network of process improvement 'experts' and practitioners across all agencies to sustain the effort over time.
3. Provide a forum for internal (within state government) and external cooperation and support to help managers and program leaders fully utilize the tools and techniques available through these methodologies.

Scope

The Team will oversee and provide input into the evolution and growth of the continuous improvement program within state government. Specifically, the Team will:

- Provide input into the allocation of program dollars,
- Review and monitor results,
- Address obstacles to implementation, and
- Help establish longer term benchmarks and milestones for program implementation.

Membership

Size and composition of the Team

The Team will be composed of representatives of 8-10 state agencies.

The Team will be chaired by the Continuous Improvement Program Leader.

The Executive Sponsor will be Dana Badgerow, Commissioner of the Department of Administration and Chair of the Drive to Excellence Initiative.

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Steering Team

Name	Role	Agency
Dana Badgerow	Sponsor	Administration
Tom Baumann	Team Leader	Administration
Jim Warner	Member	Pollution Control Agency
Donna Koren	Member	Administration
Pam Barrows	Member	Veterans Affairs
Annie Tietema	Member	Employment and Economic Development
Margaret Kelly	Member	Health
Denise Legato	Member	Natural Resources
Mary Jo Caldwell	Member	Corrections
Larry Woods	Member	Human Services
April Corniea/Reed Mick	Member	Military Affairs
Kathy Sibbel	Advisory	Administration

Responsibilities of membership

Members will make every effort to attend meetings as scheduled, and to follow-up on assignments or tasks that may result from Team decisions. The Chair will make every effort to schedule meetings to fit each member's calendar as is possible.

Membership tenure

Members will serve a term of two years, which can be extended by mutual agreement of the member and the Team leader.

Meeting frequency

It is expected that the Team will meet approximately every other month, while more frequent meetings may be needed as the Steering Team is being formed. The Team leader will be responsible for developing the meeting agenda with input from members and others, and circulating the agenda for review and comment prior to the meeting.

Decision-Making

Decisions of the Team will be made by consensus (all members agree and support the decision). If consensus is not possible on a particular issue, decisions will be made by informed consent (all members can live with decision).

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Relationships

The Team and its members will seek out and actively work with others involved in process improvement efforts within the private sector, and other units of government when it is anticipated that it will help support the achievement of Enterprise Lean program goals.

The Enterprise Lean program operates under the umbrella of the Governor's Drive to Excellence (DTE) initiative. Monthly written progress reports and regular updates will be provided to the DTE program director. Updates to the DTE Sub-Cabinet will be provided in writing or in person as requested.

Drive To Excellence Sub-Cabinet

Name	Agency
Dana Badgerow - Chair	Administration
Glenn Wilson	Commerce
Joan Fabian	Corrections
Dan McElroy	Employment and Economic Development
Tom Hanson	Finance
Cal Ludeman	Human Services
Gopal Khanna	Office of Enterprise Technology
Michael Campion	Public Safety

Roles and Responsibilities

Role	Role Activities (thing they do)	Role Responsibilities (decisions they can make)
Sponsor	<ul style="list-style-type: none">• Provide guidance and direction as needed• Provide operational oversight to the Steering Team Lead• Make major decisions affecting the Lean initiative• Resolve cross-functional and external conflicts	<ul style="list-style-type: none">• Business Plan and work plan approval – present to Sub-Cabinet• Resource assignments• Changes to key dates• Potential legislative changes approval – present to Sub-Cabinet

	<ul style="list-style-type: none"> • Help remove roadblocks and solve issues • Understand the Lean initiative objectives, deliverables, schedule, timeline & budget • Provide leadership from an enterprise perspective • Is genuinely interested in the initiative and an advocate for broad support for the outcomes being pursued in the Lean initiative 	
Steering Team Leader	<ul style="list-style-type: none"> • Draft annual Lean work plan • Schedule and conduct all team meetings; develop meeting content/agenda • Lead all project work and team communications • Make core project team member task assignments • Provide status reports to Project Sponsor and Drive Program Office 	<ul style="list-style-type: none"> • Scope decisions that do not affect major milestone dates • When to elevate an issue to the sponsor
Steering Team Members	<ul style="list-style-type: none"> • Bring functional expertise • Understand objectives, goals, approach and identifies tasks • Oversee work groups • Perform research and shares ideas • Participate in meetings and evaluate ideas • Participate in development of annual work plan • Act as a liaison to agency / organization, while also seeing and representing an enterprise view 	<ul style="list-style-type: none"> • When to elevate an issue to the team lead • Potential legislative changes
Work Groups (If any)	<ul style="list-style-type: none"> • Perform detailed activities and tasks to contribute to the make-up of the business plan and work plan • Complete all tasks as assigned 	
Sub-Cabinet Members	<ul style="list-style-type: none"> • Understand and support the Lean initiative concept and goals 	<ul style="list-style-type: none"> • Final approval on business case and work plan • Final approval on legislative changes
Drive Program	<ul style="list-style-type: none"> • Assist with initiation of the Steering 	<ul style="list-style-type: none"> • When to elevate an issue to

Office	<p>Team and the overall Lean initiative</p> <ul style="list-style-type: none"> • Provide guidance and direction as needed to the Team Lead • Ensure progress and issues are reported to the Sub-Cabinet 	the Sub-Cabinet
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